Kentucky Career Center

Reviewer's Guide - Career Centers

2013

Table of Contents

Last Updated: 5/10/13

Kentucky Career Center Reviewer's Guide

KY Career Center Location: **LWIA: Select One**

Baseline Measures	Needs Improvement	Meets Standards
Employer Services: Organization and Staffing of Employer Services		
Standard 1: Each workforce area has established a regional (i.e. workforce area-wide) Business Services Team (BST) comprised of knowledgeable business services partners with the ability to connect employers to a full range of partner services.		
a. The team includes at least four "core" partners, including Office of Employment and Training (OET), Workforce Investment Act (WIA), Kentucky Community and Technical College System (KCTCS), and a representative from a general purpose business organization (e.g. Chamber of Commerce) or an economic development representative.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. The "core" Regional BST consists of dedicated staff, including a regional team leader, business service representatives (BSRs), and other representatives, as appropriate for the region. These individuals may come from any Center or any part of the workforce area.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
c. The "extended" BST includes additional partners' business service staff participating on the BST (but not necessarily fully-dedicated to the team) through regular communication and periodic (e.g. monthly or quarterly) coordination meetings. These partners may include Adult Education, Office of Vocational Rehabilitation, and Department for Community Based Services (DCBS)-Family Support, Kentucky Farmworkers Program, Older Workers-Title V, and Office of the Blind, Veterans, Area Development Districts, and/or others.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
d. BST members are selected to serve based on their skills and experience. BST members possess appropriate skills and qualifications for their positions and responsibilities, such as communication skills, knowledge of basic business concepts (e.g. sector-driven approaches), and professionalism in appearance and demeanor.	☐	☐
Documentation/Evidence		

Last Updated: 5/10/13

Baseline Measures	Needs Improvement	Meets Standards
Explain Rating		
Notable & Best Practices		
Standard 2: The Regional BST is overseen by the local Workforce Investment Board (LWIB), or by a different designated entity as appropriate for the region, as a unified activity.		
a. The LWIB or other designated entity appoints the regional team leader in consultation with local agency managers.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. The BST is managed by the LWIB or other designated entity as a cohesive unit, regardless of program, funding stream, or organization from which BST staff members may originate.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
c. The regional team leader reports to the LWIB or other designated entity on BST activities regularly.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
d. The regional team leader coordinates the assignment of BST members to targeted industry sectors.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
e. The BST maintains regular, internal team communication, as well as regular communication and recruitment/outreach with external partners and stakeholders.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
Standard 3: Each BST has a clearly-recognized, central point of contact for employers in each targeted industry sector with the capability of providing direct access to appropriate services or staff who can provide those services. (Note that individuals may be assigned to work in more than one sector.)		
a. The central point of contact is knowledgeable of all available services and identifies appropriate team members to serve as resources for employer service delivery.	☐	☐

Last Updated: 5/10/13

Baseline Measures	Needs Improvement	Meets Standards
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. BSRs initiate, establish, and grow relationships with industry and employer organizations and with consortia of employers in their assigned industry sector(s) in order to fully understand the needs of employers in those sectors.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
c. The BST communicates employer-driven information to line staff in the Center in order to improve demand-driven services provided to job seekers and workers.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
Standard 4. Every Career Center in a workforce region has designated a single point of contact (and a back-up) for employer services. (This individual need not be dedicated full-time to providing employer services.)		
a. The designated single point of contact and his/her back-up have the capacity to connect employers to "core" employer services, including candidate screening, selection and referral of applicants to job openings, etc. as listed in the attachment, "Basic Employer Services Capacity Requirements."	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. The designated single point of contact and his/her back-up have the capacity to connect employers directly with BST staff that can assess the employers' needs and deliver more extensive solutions to employers.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
c. Reception staff in Career Centers is aware of BST contacts in order to route employer customers to BSRs and other team staff appropriately and efficiently.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		

Last Updated: 5/10/13

Baseline Measures	Needs Improvement	Meets Standards
Standard 5: BST members are fully capable of carrying out the duties and responsibilities of their positions.		
a. Benchmarks have been set relative to expectations for what the BST should accomplish; the skills needed by the team as an entity; and the skills needed by individual members of the team. These benchmarks serve as the basis for team and team member assessment, as well as for delivery of any needed training and development activities.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. There is a process in place to assess the skills and performance of the BST as a cohesive unit, as well as the skills and performance of individual BST members. When needed, training is provided to improve team and team member skills and develop new knowledge.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
c. Newly-hired/ assigned BST members participate in a business services "kick off" training that provides an overview and orientation to their functions and positions.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
d. Newly hired/assigned BST members participate in additional, recognized training, as required, in order to fully equip them to be successful in their positions.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
e. BST members participate in at least one continuing education opportunity per year, such as a relevant professional meeting, conference, or course on business services, "best practices," etc.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
f. BST members obtain a recognized credential in an area relevant to employer services within a specified timeframe (e.g. within one year of hiring/assignment to the team.)	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		

Last Updated: 5/10/13

Baseline Measures	Needs Improvement	Meets Standards
Employer Services: Providing Quality Services to Employers		
Standard 1: The BST establishes relationships with business partners that build upon a foundation of trust and shared knowledge resulting from open communication.		
a. The BST exhibits evidence of business partner relationships. For example, the central point of contact or other business services staff attends Chamber, human resources, and/or plant manager meetings; the BST publishes articles in Chamber newsletters or local newspapers; the BST airs commercials on the local cable station; and/or the BST has a presence on relevant local websites.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. Employers regularly inform BST staff of the requirements for their industry and inform the business services team of new trends emerging in their industries.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
c. Employers access the workforce system for specific services and resources identified by employers themselves as having and/or adding value.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
Standard 2. The BST partners with employers to identify their needs and provide timely solutions.		
a. The BST develops customized business services proposals for employer customers that detail a range of potential solutions to meet employers' needs and challenges. The BST validates with employers that the plan is responsive to identified needs and challenges	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. There is evidence that the BST has provided responsive business solutions to employer customers (e.g. through descriptive EKOS entries and/or other tracking mechanisms.)	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		

Last Updated: 5/10/13

Baseline Measures	Needs Improvement	Meets Standards
c. There is evidence that the BST provides services and solutions to employers within responsive and appropriate timeframes as established by local area management, and within the timeframes as established by local area management, and within the timeframes requested by employer customers.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
Standard 3. Each workforce area has a demonstrated capacity to deliver an array of "bundled" services that are positioned and packaged as solutions to challenges indentified by employers.		
a. One Stop Centers offer a consistent set of "core" or "basic" employer services, as listed in the attachment, "Basic Employer Services Capacity Requirements."	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. Centers effectively connect employers to the BST so that employers can access additional services and resources provided as the workforce area level that are designed to address employers' needs and challenges.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
c. The BST/workforce area demonstrates the ability to create a comprehensive and customized portfolio of solutions-focused services and resources to meet employers' stated needs.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
Standard 4. BSRs and other BST members effectively interact with employers and employer/industry organizations within their industry sectors and with economic development.		
a. BSRs make timely employer contacts, both initial and ongoing, where appropriate.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. BSRs maintain regular contact of some type with their assigned employers.	☐	☐
Documentation/Evidence		

Last Updated: 5/10/13

Baseline Measures	Needs Improvement	Meets Standards
Explain Rating		
Notable & Best Practices		
c. BSRS make appropriate system (EKOS) entries regarding their interactions with employers.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
d. BSRs complete monthly employer contact reports for the regional team leader.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
e. BSRs regularly participate in meetings and events sponsored by economic development entities, Chambers of Commerce, Society for Human Resource Management (SHRM) chapters, business partners, and other related organizations.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
f. BSRs have appropriate technology for interacting with employers (e.g. business phone, laptop, Smartphone, etc.)	☐	☐
Documentation/Evidence On-Site Checklist – Technical Equipment		
Explain Rating		
Notable & Best Practices		
Standard 5: BST members meet regularly to share information, develop leadership, discuss new employer services opportunities, develop solutions to address identified challenges and barriers, and improve the means of connecting employers to services.		
a. The regional team leader establishes a team meeting/ communication plan, schedule, and method (to include regular, as-needed, and "urgent needs" communication). The "core" members of the BST meet at least monthly, and the team produces and distributes minutes. Team meetings may be held in person, by conference call, by webinar, or through some other avenue.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. The BST meets regularly (monthly or quarterly) with its "extended network" partner-members.	☐	☐
Documentation/Evidence		
Explain Rating		

Last Updated: 5/10/13

Baseline Measures	Needs Improvement	Meets Standards
Notable & Best Practices		
c. All members of the BST are actively and collaboratively engaged in the work of the team and committed to providing value and positive outcomes for employer customers.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
d. There is evidence that BST members share information related to employers' needs and challenges and focus on implementing responsive improvements and solutions.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
Employer Services: Listening to and Satisfying Employers; Measuring Effectiveness		
Standard 1: The Business Services Team (BST) consults with employers and performs employer needs assessments to inform and guide service delivery processes (the "how") and services themselves (the "what").		
a. The workforce area conducts employer needs assessment through a survey or other assessment tool, focus groups, or other means. The workforce area may choose to consult with employers in collaboration with or through a partner that has strong business connections, such as a Chamber of Commerce or industry association.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
Standard 2: The BST actively works to build relationships with the employer community (including industry groups, employer associations, Chambers of Commerce, etc.)		
a. The BST participates in community-based, business focused events on a regular basis (e.g. events sponsored by industry associations, Chamber of Commerce, economic development entities, etc.)	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. The BST works actively to engage businesses/employers in the Career Centers themselves, through activities, events, and/or services designed with employers' needs and interest in mind.	☐	☐
Documentation/Evidence		
Explain Rating		

Last Updated: 5/10/13

Baseline Measures	Needs Improvement	Meets Standards
Notable & Best Practices		
c. The BST engages businesses and or industry associations in active partnership around developing and implementing sector strategies in high-growth industry sectors.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
Standard 3: The BST, working with Career Centers, has mechanisms in place to collect and analyze feedback on both processes and outcomes from existing employer customers at regular intervals. This feedback is measured at the system level, rather than at the program or agency level.		
a. The workforce area measures employer satisfaction with critical elements of the service delivery process, such as staff responsiveness, customer service, and the quality of services received (e.g. staff's timeliness, knowledge, etc.)	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. The workforce area measures employers' satisfaction with the value received as a result of services and resource provided	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
Standard 4. The workforce area has goals, measures, and process in place to track employers' use of workforce system services and resources.		
a. The workforce area sets goals and tracks measures such as repeat business customers, new employer customers engaged, market penetration, and other elements relevant to gauging employer use.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. There is evidence that the workforce area uses this data to improve consistency and quality of employer contact, to improve employer relationships, and to build new employer relationships	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
Standard 5: There is a process in place to use employer feedback on processes and outcomes, as well as internally-tracked data, for continuous improvement (e.g. improved processes and services, diversification of services, etc.)		

Last Updated: 5/10/13

Baseline Measures	Needs Improvement	Meets Standards
a. The workforce area analyzes employer feedback and internally-tracked data uses to improve, change, and diversify employer services, resources, and processes accordingly, on a regular and ongoing basis.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		

Job Seeker Services: Organization and Staffing of Job Seeker Services

Standard 1: A unified management process is in place to align jobseeker to match employer demand.

Baseline Measures	Needs Improvement	Meets Standards
a. There is an identifiable Center communications process for job seeker services in place.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. The process includes regular meetings of the various functional supervisors/team leaders to assess service delivery processes and overall unified Center outcomes for jobseekers.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
c. Centers hold regular Center-wide meetings of all staff to facilitate communication across programs and funding streams, discuss challenges, and identify solutions, for implementation.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
d. Center Staff and training and other resources are aligned to match job seeker needs with employer demand.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		

Standard 2: Job Seekers have multiple avenues to access system services.

Baseline Measures	Needs Improvement	Meets Standards
a. Every workforce area offers services to job seekers through Centers themselves; through online technology; and in access points such as libraries, partners' locations, etc.	☐	☐
Documentation/Evidence On-Site Checklist -Facility		
Explain Rating		

Last Updated: 5/10/13

Baseline Measures	Needs Improvement	Meets Standards
Notable & Best Practices		
b. Career Center staff is deployed flexibly and nimbly throughout the workforce area, as the need dictates, at a variety of locations (e.g. community organizations, employer locations, or other venues)	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
Standard 3: Center Jobseeker staff are organized and located by function (e.g. orientation, assessment, training, job placement, etc.), rather than by agency or funding stream.		
a. The Center partner best equipped to provide a particular service or resource does so for all job seeker customers, regardless of the program or funding stream with which customers are being served (for example, Adult Education might be best-positioned to conduct assessments, such as the TABE, for Center customers, rather than having multiple partners conducting TABE assessments.)	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. Center Staff is not distinguishable by agency or funding stream but rather is assigned to a function based on individual skills and capacity to deliver that function.	☐	☐
Documentation/Evidence On-Site Checklist – Staff Professionalism		
Explain Rating		
Notable & Best Practices		
Standard 4: All Career Center partners are trained to provide seamless customer service to job seekers and can assist customers in efficiently accessing all needed services.		
a. All Centers have a "greeter"/reception position. Staff in this position is cross-trained to quickly and efficiently connect customers with the services and staff they need.	☐	☐
Documentation/Evidence On-Site Checklist – Staff Professionalism		
Explain Rating		
Notable & Best Practices		
b. All Center staff receive training in (1) customer service ;(2) Center partners' programs, services, and resources; and (3) technology-based platforms, services, and resources (e.g. EKOS, online job seeker tools and resources, etc.)	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		

Last Updated: 5/10/13

Baseline Measures	Needs Improvement	Meets Standards
c. Center staff members receive training in the following areas, as appropriate to their functions (1) the latest job search techniques and employer hiring practices ;(2) jobseeker assessment techniques and tools; and (3) target industries' talent needs.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
d. Center staff participates in ongoing professional development and continuing education activities, such as training courses and events, conferences, online learning opportunities, etc.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
e. Center staff obtains credential(s) in areas relevant to job seeker services, such as those credentials conferred by organizations like the National Association of Workforce Development Professionals (NAWDP), the National Career Development Association (NCDA), etc.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		

Job Seeker Services: Providing Quality Services to Job Seekers

Standard 1: The Career Center expedites customer flow.

a. A designated "greeter" welcomes customers in a timely, friendly, professional, responsive, and helpful way.	☐	☐
Documentation/Evidence	On-Site Checklist – Staff Professionalism	
Explain Rating		
Notable & Best Practices		
b. Customers are provided alternative activities or options during waiting periods.	☐	☐
Documentation/Evidence	On-Site Checklist – Operational Practices, Public Information	
Explain Rating		
Notable & Best Practices		
c. Centers evaluate wait times and demonstrate ongoing responsiveness and adjustments to changing conditions in order to reduce wait times.	☐	☐
Documentation/Evidence	On-Site Checklist – Operational Practices	
Explain Rating		

Last Updated: 5/10/13

Baseline Measures		Needs Improvement	Meets Standards
Notable & Best Practices			
d. Staff communicates clearly with customers about anticipated wait times and about challenges/issues that may impact customers' wait time for service.		☐	☐
Documentation/Evidence	On-Site Checklist – Operational Practices		
Explain Rating			
Notable & Best Practices			
Standard 2: Customers are provided information about all services available via the Career Center in a service-focused, customer-friendly mode.			
a. All customers are offered an orientation to the services available in various modes (for example, in-person with staff, e-billboards/videos, written materials) and in various formats (e.g. formats for individuals with sight or hearing disabilities, etc.)		☐	☐
Documentation/Evidence	ADA Compliance Checklist, On-Site Checklist Operational Practices		
Explain Rating			
Notable & Best Practices			
b. All professional staff in the Center is able to provide customers with a comprehensive orientation to Center services and resources.		☐	☐
Documentation/Evidence	On-Site Checklist – Staff Professionalism		
Explain Rating			
Notable & Best Practices			
Standard 3: All customers are provided helpful and useful assessment of length and intensity as appropriate to their point in their service process, and an ongoing basis throughout the service delivery process.			
a. All customers are provided an initial, less "formal" assessment to determine their needs and goals and inform service delivery planning.		☐	☐
Documentation/Evidence	On-Site Checklist – Operational Practices		
Explain Rating			
Notable & Best Practices			
b. Interested customers may access more in-depth assessment tailored to their needs and career goals (e.g. skill assessment, interest/aptitude inventory, etc.)		☐	☐
Documentation/Evidence			
Explain Rating			
Notable & Best Practices			
c. Career development plans are developed for interested customers based upon the results of in-depth assessment.		☐	☐

Last Updated: 5/10/13

Baseline Measures	Needs Improvement	Meets Standards
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
Standard 4: The center demonstrates a team-based approach to "simultaneous" job seeker service delivery.		
a. Center staff from various agencies/programs works collaboratively as a team to coordinate information, resources, and services for job seekers, and to meet job seekers' needs as seamlessly and efficiently as possible.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. There is an integrated case management system and process for job- seekers that is shared among all Center partners.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
Standard 5. Services resources are "packaged" as individualized solutions to meet jobseekers' needs and goals. The Career Center provides helpful and useful resources and information to support customers' job readiness, employment, and career advancement.		
a. Services and resources provided are responsive to the customer needs and goals identified in assessment(s) and are described in career development plans (for customers with plans).	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. A diverse menu of job readiness, employment, and career development services is provided to all customers. i. Workshops and resources on issues supporting job readiness and skill development are provided. These may include areas such as networking strategies, interviewing skills, and others. ii. Customers have access to high-quality, staff-assisted job search support designed to expose them to the maximum number of job openings, as well as job matching assistance. iii. Customers are provided information on and assistance with accessing training and education and options, as appropriate for the individual customer. iv. Customers are provided with information on and assistance with accessing financial aid and scholarship opportunities.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
c. Customers provide ongoing customer follow-up services to reassess progress and identify/address any barriers (ongoing case	☐	☐

Last Updated: 5/10/13

Baseline Measures		Needs Improvement	Meets Standards
management.)			
Documentation/Evidence			
Explain Rating			
Notable & Best Practices			
Standard 6. The Career Center maintains an operational resource room with trained staff to support customers' job readiness and employment search.			
a. Every center has assigned staff (dedicated or rotating) to assist customers in the resource room.		☐	☐
Documentation/Evidence	On-Site Checklist – Operational Practices		
Explain Rating			
Notable & Best Practices			
Standard 7: Customers are routed, through facilitated rather than unassisted referral, to the proper services/activities/ partners/ external contacts that respond to their reason(s) for visiting the Center.			
a. The Center documents the referral for the customer (e.g. referral slip with contact/service information) and for the partner or service to which the customer is being referred (e.g. phone call or email to partner) in order to make the referral as seamless and efficient as possible.		☐	☐
Documentation/Evidence			
Explain Rating			
Notable & Best Practices			
Standard 8: The Center clearly communicates expectations to customers.			
a. The Center shares with customers what they can expect in terms of the quality and value of Center services and service delivery processes.		☐	☐
Documentation/Evidence	On-Site Checklist – Operational Practices		
Explain Rating			
Notable & Best Practices			
b. The Center shares with customers what it expects from them in terms of their own investment of time and effort in their career development.		☐	☐
Documentation/Evidence			
Explain Rating			
Notable & Best Practices			

Last Updated: 5/10/13

Job Seeker Services: Listening to and satisfying Jobseekers; Measuring effectiveness		
Standard 1: The Career Center, as a unified organization, actively solicits feedback from all job seeker customers to determine their reasons for visiting the Center and their level of satisfaction with both processes and the value of services received.		

a. Of the following, the Center uses at least two methods of collecting this information:
  i. Personally-administered survey
  ii. Online survey
  iii. Personal Interviews (open-ended)
  iv. Focus groups (with incentives to participate)
  v. Suggestion box/pop-up window
	☐	☐

Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. The Center evaluates and reviews customers' responses at least quarterly.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
Standard 2: Center management and staff regularly assess job seeker services and service delivery to identify opportunities to reduce duplication, improve the quality of services, and increase the time available for staff to spend with customers.		
a. The Center is able to identify and summarize trends, including utilization of the Center, and utilization and value received of/from specific services.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. Regular meetings of functional managers are held to review and assess results of customer feedback.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
c. The Center holds regular (e.g. at a minimum quarterly) full staff meeting to evaluate feedback and plan improvements to be implemented.	☐	☐
Documentation/Evidence		

Last Updated: 5/10/13

Explain Rating		
Notable & Best Practices		
d. On a quarterly basis, the Center develops plans to adjust service process and/or content based on customer feedback.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		

Standard 3: In order to better align partners and ensure that all partners' capacity is fully understood and utilized; all partners share their agency's quantitative goals with all others.

a. Managers utilize those goals to build overall Center goals and participation benchmarks.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. Performance is tracked at least quarterly against the Center's unified goals.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
c. Actions are designed and taken on a quarterly basis to better align services to meet the goals.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		

Career Center Management: Managing Integrated Service Delivery

Standard 1: In order to be responsive to the top three reasons job seekers visit Career Centers-job search, unemployment insurance-related issues, and a desire for training- there are clear expectations for partner presence and roles at Career Centers.

a. The following partners will maintain a full time presence in the One Stop Center:
  i. OET
  ii. WIA-funded organization
  iii. Vocational Rehabilitation
The intention is to have a full complement of staff from each of these agencies, with clear roles and responsibilities to which the agencies adhere.
	☐	☐

Documentation/Evidence	On-Site Checklist – Operational Practices	
Explain Rating		

Last Updated: 5/10/13

Notable & Best Practices		
b. In each comprehensive Career Center, Adult Education services are available to job seekers, either through Adult Education staff that is on-site at the Center on a part-time basis appropriate to the local workforce area and customer needs, or else through the Center's facilitated referral or job seeker customers to Adult Education service providers.	☐	☐
Documentation/Evidence	*On-Site Checklist – Operational Practices*	
Explain Rating		
Notable & Best Practices		

Standard 2: To the maximum extent possible, services are integrated and duplication in service delivery reduced.

a. Each Career Center is organized and labeled by function, e.g. reception, resource room, job seeker services, employer services, etc. rather than by agency or program affiliation.	☐	☐
Documentation/Evidence	On-Site Checklist - Facility	
Explain Rating		
Notable & Best Practices		

b. The following are delivered as common functions by all on-site partners:
  i. Reception: This function is funded and/or staffed by all on-site partners. It is a professional service, not one staffed by volunteers.
  ii. Resource Room: This function is staffed by all on-site partners, with the same expectations for all and staff training provided.
  iii. Business Services: Addressed in Employer Services standards.
	☐	☐

Documentation/Evidence	On-Site Checklist, Staff Professionalism, Operational Practices	
Explain Rating		
Notable & Best Practices		
c. There is a single calendar of events for all partners in each Center.	☐	☐
Documentation/Evidence	On-Site Checklist – Operational Practices	
Explain Rating		
Notable & Best Practices		
d. Infrastructure items, such as office equipment, are shared.	☐	☐
Documentation/Evidence	On-Site Checklist – Technical Equipment	
Explain Rating		
Notable & Best Practices		
e. There is a common break room for staff.	☐	☐
Documentation/Evidence	On-Site Checklist - Facility	
Explain Rating		
Notable & Best Practices		

Last Updated: 5/10/13

Standard 3: Centers adopt best practices in internal communication.		

a. Each Career Center has instituted a formal communication plan in order to avoid the "grapevine" or "vacuum" effect. Possible communication vehicles include:
  i. Regular (e.g. monthly) all staff meeting of all on site staff.
  ii. Regular face to face management level meeting of all on site partners, after which managers share the same information with their staff within the same timeframes.
  iii. Regular meetings, either face to face or virtual, are held that involve all Centers in each workforce area. This could take the form of annual training retreats or more regular meetings.
  iv. Each Center has a well-designed way for staff to communicate suggestions and concerns to management. Staff is encouraged to share their ideas on such issues as customers flow improvement, improving customer service, and related issues with their managers for resolution and continuous improvement purposes.
	☐	☐

Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
Standard 4: The management structure at each Career Center is clear and effective.		

a. There is a single designated Career Center Manager responsible for:
  i. Managing all customer functional areas and supervising all functional supervisors;
  ii. Overseeing day to day customer flow;
  iii. Overseeing the development of a monthly calendar of job seeker activities, for distribution to job seekers;
  iv. Maintaining a schedule of all staff form all partners who are on site full time and part time; and
  v. Communicating with all partners concerning meeting scheduling.
	☐	☐

Documentation/Evidence		
Explain Rating		
Notable & Best Practices		

b. There is a single designated Career Center Manager responsible for:
  i. Maintenance and janitorial services
  ii. Safety and emergency procedures
  iii. Security
  iv. Equipment, including computers
  v. Parking
  vi. Keys
  vii. Facility renovation
	☐	☐

Documentation/Evidence		
Explain Rating		
Notable & Best Practices		

Last Updated: 5/10/13

c. Information on the management structure and the individuals responsible for all activities is communicated regularly to all Career Center staff. New hires receive this information upon hire.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		

Standard 5: The Center has a supervisor and staff assigned to each customer-focused function (e.g. reception, resource room, assessment, career counseling), or group of closely-related functions. The supervisor and staff are assigned to each functional unit based on skills, abilities, and other factors related to capacity to deliver the service(s), regardless of supervisors' or staff members' employing agencies.

a. Functional supervisors report to the designated Career Center Manager.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. Functional supervisors have clear duties and responsibilities, including ensuring that : i. Service quality and timeliness are maintained appropriately; ii. Their function(s) is well-coordinated and aligned with other functions; iii. The functional unit's staff are properly trained; iv. There are sufficient human and other resources at any particular point in time to meet customer demand; and v. The personnel in the unit receive the proper support to perform effectively.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		

Standard 6: Career Centers provided staff development that is appropriate for each individual's specialty as discussed in the Employer and Jobseeker Services standards, as well as the more generic staff development areas of need discussed here.

a. The Career Center has comprehensive, integrated staff development plans that are created with input from staff and feedback from both jobseeker and business customers.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
b. All Career Center staff participate in training in: i. "One-Stop 411", or understanding what is available in the Career Center and through the Career Center system; ii. Customer service, both in-person and on the telephone; iii. Using technology, such as EKOS; using online resources, email, etc. iv. Safety and security;	☐	☐

Last Updated: 5/10/13

v. Accessibility and understanding the basics of assistive technology; vi. ethics		
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		

c. All staff participate in training or ongoing professional development appropriate to their functions at the Career Center, such as:
  i. Training for managers in management skills and;
  ii. New and innovative practices in the employment field, for all staff that works with job seekers or employers.
	☐	☐

Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
d. The Center supports staff in pursuing recognized credentials related to their particular disciplines and roles in the Career Center. Examples include the Career Development Facilitator Credential developed by the National Career Development Association and degree programs in career counseling.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
e. The Center arranges for team-building training across organizations and staff levels in the Career Center.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
Standard 7: On a Center-wide basis, Career Centers track customer activity, customer experience, and employment outcomes and utilize this information to improve quality and use resources most effectively.		
a. Centers track job seeker customer activity, including customer volume in each activity, wait time, and referral to partner services.	☐	☐
Documentation/Evidence		
Expain Rating		
Notable & Best Practices		
b. Center tracks job seeker data by customer group, including veterans, people with disabilities, education and age categories, and others.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		

Last Updated: 5/10/13

c. Centers track business customer activity, including number of job orders received, referrals against these orders, and hires.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
d. Centers disaggregate business customer activity tracking, by such categories as sector and size.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
e. Centers collect feedback from job seeker and employer customers that allow the Center to gauge the nature of the customer experience.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
f. Job seeker customer feedback mechanisms include wait time, services utilized, how they were treated when they entered the Center, whether the services were beneficial, and whether they would recommend these services to a friend or relative.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
g. Centers track outcome data on all customers that allow them to determine which customers secured employment.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
h. The Center management team and appropriate Workforce Investment Board utilize the information collected in order to improve the quality of service and use resources most effectively.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		

Career Center Management: Physical Infrastructure and accessibility

Standard 1: Career Centers are accessible so that all customers can fully utilize services and resources.

a. Centers are fully ADA-complaint.		
Documentation/Evidence	ADA Compliance Checklist	
Explain Rating		

Last Updated: 5/10/13

Notable & Best Practices		☐
b. As feasible (and as new Center locations are selected), Centers are located in areas that are convenient, for their customers, e.g. close to major highways, on public transportation routes, centrally-located, close to heavily-trafficked areas such as malls and shopping centers, etc.	☐	☐
Documentation/Evidence	On-Site Checklist - Facility	
Explain Rating		
Notable & Best Practices		
c. Centers provide assistive technology to assist customers with disabilities (visual, hearing, physical) access computers and other Center resources/services.	☐	☐
Documentation/Evidence	ADA Compliance Checklist	
Explain Rating		
Notable & Best Practices		
d. Centers evaluate assistive technology annually to ensure that it is up-to-to date and fully functioning.	☐	☐
Documentation/Evidence	ADA Compliance Checklist, Technical Equipment	
Explain Rating		
Notable & Best Practices		
e. Centers provide free parking, including parking spaces for individuals with disabilities that are adequate for the average level of customer traffic.	☐	☐
Documentation/Evidence	On-Site Checklist - Facility	
Explain Rating		
Notable & Best Practices		
f. Centers make services accessible to customers that have language and literacy barriers (e.g. non-English speakers, individuals with hearing impairments, individuals with communication disabilities, individuals with literacy/reading barriers, etc.).	☐	☐
Documentation/Evidence	ADA Compliance Checklist, On-Site Checklist – Public Information	
Explain Rating		
Notable & Best Practices		
g. Centers have flexible scheduling and work hours, as appropriate, to accommodate the needs of jobseekers, including employed job seekers and employers.	☐	☐
Documentation/Evidence	On-Site Checklist – Operational Practices	
Explain Rating		
Notable & Best Practices		
h. Centers ensure customers' timely access to staff via phone, email and the receptionist/ front desk.	☐	☐
Documentation/Evidence	On-Site Checklist – Operational Practices	

Last Updated: 5/10/13

Explain Rating			
Notable & Best Practices			

Standard 2: Career Centers maintain a professional and welcoming appearance.

a. The Center and its furnishings are maintained in clean and serviceable condition. Furnishings present a uniform appearance and are in good repair.		☐	☐
Documentation/Evidence	On-Site Checklist - Facility		
Explain Rating			
Notable & Best Practices			
b. Center staff maintains a professional and appropriate appearance.		☐	☐
Documentation/Evidence	On-Site Checklist – Staff Professionalism		
Explain Rating			
Notable & Best Practices			
c. Center staff wears name badges identifying them as staff of the Center (vs. staff of their respective agencies/programs)		☐	☐
Documentation/Evidence	On-Site Checklist – Staff Professionalism		
Explain Rating			
Notable & Best Practices			
d. Center restrooms are clean and well-maintained.		☐	☐
Documentation/Evidence	On-Site Checklist - Facility		
Explain Rating			
Notable & Best Practices			
e. The Center's exterior (building exterior, landscaping, driveway and sidewalks, etc) is clean and well-maintained.		☐	☐
Documentation/Evidence	On-Site Checklist - Facility		
Explain Rating			
Notable & Best Practices			

Standard 3: Career Centers have space and capacity that is appropriate for customer needs, customer traffic, and key Center functions.

a. Centers have adequate private office space to ensure that all one on one conversations between customers and staff are entirely private and confidential.		☐	☐
Documentation/Evidence	On-Site Checklist - Facility		
Explain Rating			
Notable & Best Practices			
b. Centers have adequate classroom/training space.		☐	☐

Last Updated: 5/10/13

Documentation/Evidence	On-Site Checklist - Facility	
Explain Rating		
Notable & Best Practices		
c. Centers have adequate computer lab space for training and testing purposes.		☐ ☐
Documentation/Evidence	On-Site Checklist - Facility	
Explain Rating		
Notable & Best Practices		
d. Centers have adequate conference room space for meetings, employer events, etc.		☐ ☐
Documentation/Evidence	On-Site Checklist - Facility	
Explain Rating		
Notable & Best Practices		
e. Centers have sufficient modular/multi use space that can be adapted to meet changing needs.		☐ ☐
Documentation/Evidence	On-Site Checklist - Facility	
Explain Rating		
Notable & Best Practices		
f: Centers have current and adequate technology, e.g. projectors, videoconferencing, hardware and software, technology-related infrastructure, etc.		☐ ☐
Documentation/Evidence	On-Site Checklist – Technology	
Explain Rating		
Notable & Best Practices		
g. Center Resource Rooms have adequate space and capacity for customer traffic. The Resource Room provides customers with some measure of privacy (e.g. dividers, or partitions between computer stations). The Resource Room provides customers access to phones, internet, printers, copiers, and a fax.		☐ ☐
Documentation/Evidence	On-Site Checklist – Facility, Technology	
Explain Rating		
Notable & Best Practices		
h. The Center layout is clear and obvious in terms of customer navigation and customer flow. Center layout and design minimizes customer wait times and bottlenecks.		☐ ☐
Documentation/Evidence	On-Site Checklist - Facility	
Explain Rating		
Notable & Best Practices		

Standard 4: Each Center provides a safe and secure environment for its employees and customers.

Last Updated: 5/10/13

a. There is a written emergency response plan that is clearly communicated and shared with all Center partners. The plan addresses the full range of potential emergency situations (e.g. fire, medical, weather, workplace violence, etc) and includes procedures for evacuation, including evacuation procedures for individuals with disabilities.	☐	☐
Documentation/Evidence	On-Site Checklist – Security and Safety	
Explain Rating		
Notable & Best Practices		
b. Safety/emergency drills are held regularly and are well-documented.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		
c. Centers have security in place that is appropriate to the Center and to the local area (e.g. security personnel, locks/security keypads, security cameras, etc) Security policies are written and clearly communicated to all partners.	☐	☐
Documentation/Evidence	On-Site Checklist – Security and Safety	
Explain Rating		
Notable & Best Practices		
d. Confidential information (both paper and electronic) is handled sensitively and appropriately and secured in a locked location when not attended by staff.	☐	☐
Documentation/Evidence	On-Site Checklist – Security and Safety	
Explain Rating		
Notable & Best Practices		
e. All new staff and new partners receive an orientation in Center safety and security.	☐	☐
Documentation/Evidence		
Explain Rating		
Notable & Best Practices		

Last Updated: 5/10/13

Attachment: Basic Employer Services Capacity Requirements

The following discussion lists "core" employer services that must be offered by all Career Centers within a workforce area, as well as those services that may be offered only at the workforce area level (rather than by each and every Center in a workforce area). The final section lists examples of more enhanced employer services that fall under the continuous improvement measures.

I. Common menu of basic employer services to be offered in every Career Center

    a.   Job postings (online, in person, via phone and fax)

    b.   Identifying candidates, screening applicants to employer specifications, and job referral

    c.   Direct connection to BST representative who can broker or deliver workforce area-wide services listed below

II. Common menu of basic employer services to be offered in every workforce area; may be offered on an area-wide basis

    a.   Outreach to business

    b.   Sector-based labor market information

    c.   Workforce intelligence, such as industry trends, wage information, etc.

    d   Employer needs assessment

    e.   Employer solutions plan

    f.   Customized training

    g.   On-the-job training

    h.   Incumbent worker grants

    i.   Job fairs

    j.   Customized recruitment

    k.   Rapid Response services

    l.   Provision of information related to:

        1.   Labor market information

        2.   Americans with Disabilities Act (ADA)

        3.   Unemployment Insurance

        4.   Trade Adjustment Assistance (TAA)

        5.   Tax Credits

        6.   Vocational Rehabilitation Services

        7.   National Career Readiness Certificate (NCRC)

        8.   Veterans Services

III. Expanded list of employer services – continuous improvement examples

    a.   Interviewing space and interview scheduling

Last Updated: 5/10/13

b. Employer workshops and seminars

c. Employee skill upgrade (for employees of business customers)

Last Updated: 5/10/13